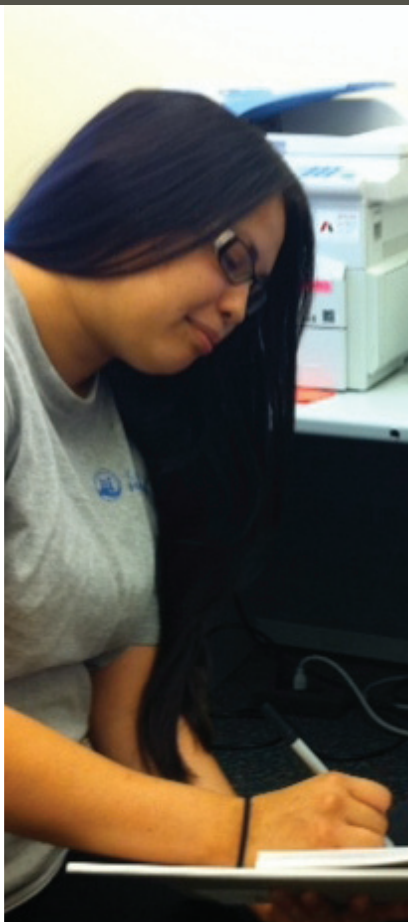


Doing More with Less

Case Studies on the Impact of National Service



Acknowledgements

THIS REPORT WAS AUTHORED BY:

Stella Tran, Senior Writer

Katie Theriault, Research Associate

Kelley Kreitz, Senior Editor

Andrew Wolk, Advisor

WE ARE GRATEFUL TO OUR ADVISORY TEAM FOR INFORMING THE DEVELOPMENT OF THIS REPORT:

AnnMaura Connolly | *City Year*

Nancy Murphy | *Grantmakers for Effective Organizations (GEO)*

Kim Syman | *New Profit Inc.*

Laura Tomasko | *Council on Foundations*

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Civilian Community Corps, Corporation for National and
Community Service*

Jeff Jablow | *City Year/Diplomas Now*

Jono McKinney | *Montana Conservation Corps*

Jason Patnosh | *National Association of Community Health Centers*

Susannah Washburn | *Corporation for National and Community Service*

Doing More with Less

Case Studies on the Impact of National Service

About This Report

Service plays a vital role in providing low-cost human capital to address today's tough social issues. Doing More with Less analyzes the link between service and the ability to make progress on difficult social issues. This report was created to consider the role that national service can play in leveraging limited financial resources for addressing social problems. The report offers a series of case studies on three nonprofits that make use of service funded through the Corporation for National and Community Service (CNCS) as a key component to achieving their mission. A fourth case study considers the National Civilian Community Corps, an AmeriCorps program of CNCS.

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Introduction

Service as a Cost-Effective Source of Human Capital for Addressing Social Issues

In today's tough economic environment, government leaders are facing the challenge of doing more with less. Tight budgets at the federal, state, and local levels are coinciding with increasing societal challenges in the United States. Among these challenges are a rising high-school dropout rate and an over-stretched healthcare system. With unemployment hovering at nine percent and youth employment at 17 percent, it will take years for federal, state, and local budgets to achieve a fiscal surplus. Private funding is just beginning to recover from the losses of the past few years.

Within this context, national service provides an opportunity to supplement and extend our limited financial resources. National service refers to work performed by individuals who commit to a position for up to one year in exchange for a small stipend and usually a small educational scholarship. The Corporation for National and Community Service (CNCS) is the largest federal investor in national service opportunities in the United States. According to CNCS, in 2010 AmeriCorps programs such as HealthCorps and National Civilian Community Corps sponsored 88,000 members. National service is distinct from community volunteerism, which typically involves much smaller time commitments and is consequently a less reliable source of human capital.

How is service being used to help organizations achieve social impact? How can our society further leverage this resource to foster social innovation and invest in what works? To answer these questions, this series of case studies analyzes the link between service and social impact on targeted social issues within education, health, the environment, and disaster relief.

The findings described herein show that CNCS-funded service programs provide a low-cost human capital stream that extends the reach of limited financial resources. National service supplements and supports the work of market-wage earning staff. It also provides services that organizations would not otherwise be able to afford. Moreover, many organizations with AmeriCorps members incorporate a training component into their programs. AmeriCorps members coordinate and provide structure for an additional six to 36 community volunteers. AmeriCorps members also frequently go on to become leaders in their own communities.

CNCS's Role in Making Service Part of the Solution

The success of nonprofits depends on the availability of a reliable, low-cost stream of human capital. What makes CNCS funding a particularly effective strategy is twofold: it maximizes impact within budgetary constraint and is a human capital multiplier.

CNCS resources are already a critical part of a larger ecosystem of funding and program delivery mechanisms in the United States. In a time of limited financial resources, CNCS is positioned to play an increasingly critical role in providing human capital to organizations that are tackling tough social issues and demonstrating results.

Research Methodology

Root Cause analyzed a diverse set of programs that make use of members of CNCS-funded service programs. We started with a pool of 33 organizations and considered them according to the following criteria:

- **EVIDENCE OF IMPACT:** examining the organization's target social issue, the role that service plays in addressing that issue, and the progress on that issue that the organization is able to demonstrate to date
- **EVIDENCE OF VOLUNTEER LEVERAGE:** considering the number of CNCS-funded AmeriCorps members over the past three years, number of additional community volunteers mobilized, the way in which service is being utilized in the program model, and the estimated savings generated by service
- **LOCATION:** covering a variety of locations and program reach

Research Summary

The following chart provides a summary of the cases discussed in the pages that follow. Data listed here and in our cases were provided by the featured organizations, unless otherwise noted. Our “Selected References” page lists additional resources consulted for each case.

ISSUE AREA	PROGRAM	OUTCOMES	HOW CNCS FUNDING PLAYS A ROLE	RESOURCES LEVERAGED
HEALTHCARE: Connecting the underserved to emergency services	Cherry St. Health Services in Grand Rapids, MI	In 2010: <ul style="list-style-type: none"> • 8,748 people accessing healthcare • 29,096 enrollments in health insurance plans and programs • 39,413 info-sharing encounters 	Funding from CNCS goes to Community HealthCorps members, who serve at Cherry St. Health Services.	Total value of services provided in 2009: \$920,766
EDUCATION: Addressing the dropout rate	Diplomas Now	To date: <ul style="list-style-type: none"> • 10,000 students receiving direct services • 28 schools and 12 cities served 	AmeriCorps members provide outreach, tutoring, and one-on-one mentorships with students in targeted schools across the country.	Total savings in tutoring services provided in 2011: \$5.6 million
ENVIRONMENT: Maintaining public lands	Montana Conservation Corps	Since 1991: <ul style="list-style-type: none"> • 12,000 miles of trails built or improved • 1.1 million trees planted • 23,000 acres of land cleared of invasive weeds • 8,213 homes weatherized and retrofitted with energy-efficient technologies 	AmeriCorps members are trained to lead a crew of local community volunteers for public events and conservation projects such as maintaining trails and planting trees.	Total value of services provided in 2010: \$5.34 million
DISASTER RELIEF: Responding swiftly and effectively to disasters	AmeriCorps National Civilian Community Corps	2000-2010: <ul style="list-style-type: none"> • Over 1,450 disaster service projects completed since 2000 • Assisted 10.1 million people • Distributed 8,700 tons of food and 2,500 tons of clothing • Removed 13,800 tons of hazardous debris • Served 3.6 million meals • Mobilized 280,000 volunteers • Constructed over 2,000 new homes and refurbished over 16,900 homes • Supported 1,940 emergency response centers and completed 156,000 damage assessments • Fought fires on 530,000 acres of land 	Program run directly by CNCS.	Total value of services provided after Hurricane Katrina: \$5.34 million Total value of service provided from 2000-2010: over \$72 million

Relieving the Burden on the Healthcare System: Cherry Street Health Services, Grand Rapids, MI

THE CHALLENGE

Nationwide, 43.6 million people live below the poverty line. Most live without health services because they cannot afford them or do not realize that they may qualify for children's health insurance, Medicare, or Medicaid. Instead, they often wait until they get sick and seek medical attention in emergency rooms.

Emergency rooms are designed to manage emergency medical issues. When they become a last-minute alternative for those who avoid preventative care, the system becomes overburdened and loses its effectiveness for emergency medical conditions. It is imperative to keep the underserved from relying on emergency rooms. This can improve the health of millions of people and keep the healthcare system in order.

SERVICE: AN INTEGRATED COMPONENT OF THE NATIONAL HEALTHCARE SYSTEM

The National Association of Community Health Centers founded the Community HealthCorps AmeriCorps program to promote healthcare for America's underserved while developing tomorrow's healthcare workforce. Community HealthCorps members work as community health workers. They supplement the work of medical professionals by helping patients with information about prevention and maintenance of medical conditions. They also run awareness campaigns and help people sign up for Medicare and Medicaid.

HOW FUNDING FROM CNCS PLAYS A ROLE

Community HealthCorps members help to close the loop in an intricate nationwide healthcare ecosystem. Their work frees ER and Urgent Care from treating emergency health needs arising from lack of preventative care.

AN INTEGRATED SYSTEM

The National Association of Community Health Centers provides support to Cherry Street Health Services through its AmeriCorps National grant to Cherry Street Health Services. In addition, Cherry Street has a partnership with the Michigan Primary Care Association to receive additional AmeriCorps State support from the Michigan Community Service Commission.

SAVING \$10 TO \$17 BILLION PER YEAR

According to the NACHC, the national healthcare system saves between \$10-17 billion annually simply by moving the underserved population through Community Health Centers instead of through emergency rooms.

Michigan Community Health Centers: A Job Growth Engine

In Michigan, Community Health Centers make an annual economic contribution to the state totaling **\$566,912,895**. This provides **5,220 jobs** across the state.

Service at Work: About Michigan Cherry Street Health Services

Cherry Street Health Services of Grand Rapids, MI, employs Community HealthCorps members as service providers, while providing them with a workforce development opportunity. Community HealthCorps members inform patients about preventative care, maintenance of chronic health issues, and other services available to them. Approximately 10% of Cherry Street's full-time staff originated from its Community HealthCorps members.



A STORY OF IMPACT

Michigan Cherry Street Health Services

DETROIT, MICHIGAN

2009 IMPACT AT A GLANCE

8,748 people accessing healthcare

29,096 enrollments in health insurance plans and programs

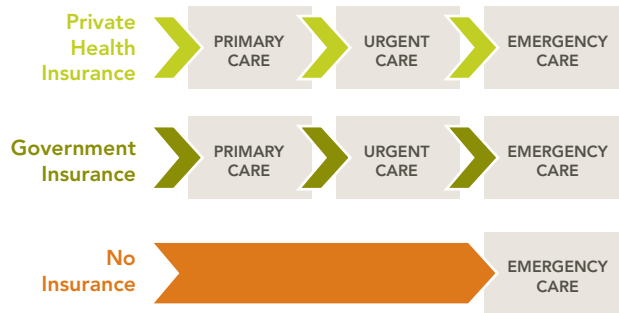
39,413 information-sharing encounters

45,741 service hours

TOTAL VALUE

\$920,766

TYPICAL HEALTH CARE USAGE PATTERN



Smart Money

Cherry Street Health Services leverages AmeriCorps funds by providing matching funds through its board of directors.

Michigan Cherry Street Health Services Funders and Partners

MICHIGAN PRIMARY CARE ASSOCIATION

NATIONAL ASSOCIATION OF COMMUNITY HEALTHCORPS

COMMUNITY HEALTHCORPS

MICHIGAN STATE COMMISSION

CONCLUSION

Michigan Cherry St. Health Services provides value on two levels:

- It provides a cost-effective way of keeping thousands of people out of the ER per year.
- It contributes to the overall growth of the healthcare industry in the state by providing jobs and training for entry-level positions in the field.

Targeting the High School Dropout Crisis: Diplomas Now

THE CHALLENGE

Since the mid-1950s, the high school dropout rate in the United States has been steadily rising. Currently, 1.2 million high school students drop out every year.

Dropouts are unprepared to compete in today's globalized work force and need more public services than high school graduates. According to the Alliance for Excellent Education, if the 1.3 million high school dropouts from the Class of 2010 had earned their diplomas instead of dropping out, the U.S. economy would have seen an additional \$337 billion in wages over these students' lifetimes.

THE STATS

7000 dropouts per day in the U.S.

15.4 percent unemployment rate for high school dropouts, compared to 9.4 percent for high school graduates and 4.7 percent for college graduates

8X more likely than those with high school diplomas to go to prison or need welfare

3X lower salary than those with high school diplomas

SERVICE IS PART OF THE SOLUTION

Research shows that 12% of all U.S. high schools account for half of all dropouts. This concentration of high school dropouts coming from a small number of schools—known as dropout factories—indicates that the economic consequences of a poorly educated workforce impacts very specific districts.

Service-based organizations from the voluntary sector provide additional talent to complement staff and administrators in high-need schools. They work directly where the primary sources of the dropout problem are located: in overcrowded schools with the worst graduation rates.

HOW FUNDING FROM CNCS PLAYS A ROLE

AmeriCorps members supplement the efforts of overburdened teachers and administrators of public schools.

\$1.4 BILLION:
A HIDDEN COST OF THE
DROPOUT CRISIS

Dropouts across all income levels report more health problems than graduates. An increase of just 1% in the high school graduation rate represents a \$1.4 billion savings to the U.S. in healthcare costs.

A Cost-Effective Year: Diplomas Now in 2011

**300+ AMERICORPS
MEMBERS**

28 SCHOOLS

12 CITIES

**10,000 STUDENTS
RECEIVING DIRECT
SERVICES**

**\$5.6 MILLION SAVINGS IN
TUTORING EXPENSES***

**420,000+ HOURS OF
SERVICE**

*Based on tutor hours and market valuation

Service at Work: About Diplomas Now

Diplomas Now is a national collaboration between City Year, Communities In Schools, and Talent Development Secondary. Informed by research that identifies students most at risk of dropping out of school, Diplomas Now works to help struggling middle and high schools work with students to graduate in preparation for college or career. The model utilizes AmeriCorps members working for City Year full-time in schools to support students. Diplomas Now also partners with administrators and teachers to strengthen achievement and engagement through curriculum, teacher coaching, and student support.



A STORY OF IMPACT

Jackson High School MIAMI, FLORIDA

Indicators of high dropout risk factors and a partnership with Miami Dade County Public Schools led Diplomas Now to partner with Jackson High School in 2010. With the help of Diplomas Now, the high school began to see a turnaround in the first six months alone.

RESULTS

- **49%** reduction in students with poor attendance
- **53%** reduction in the number of ninth graders failing math
- **42%** reduction in number of ninth grade students failing English

Diplomas Now Partners

CITY YEAR
COMMUNITIES IN SCHOOLS
JOHNS HOPKINS UNIVERSITY'S
TALENT DEVELOPMENT SECONDARY

Top Funders

PEPSICO FOUNDATION
UNITED WAY
DEPARTMENT OF EDUCATION
INVESTING IN INNOVATION FUND
AMERICORPS

SMART MONEY

Diplomas Now leverages AmeriCorps funds by securing 2:1 matched funds with the private sector and school districts.

CONCLUSION

Making use of service allows Diplomas Now to provide value on two levels:

- Its AmeriCorps members can complement the work of teachers and administrators through a strategic approach that draws on cutting edge research.
- It provides a cost-effective alternative to market-rate services to public schools with high drop-out rates that want to provide tutoring, mentoring, and extended learning for their students.

Mitigating Maintenance Costs for Public Lands: Montana Conservation Corps

THE CHALLENGE

For generations, U.S. wildlands and the great outdoors have been a source of human inspiration, renewal, and economic opportunity. Every weekend, thousands of Americans trek to public lands for hiking, bird watching, swimming, and other forms of recreation. Public lands also enhance local economies through woods jobs that improve infrastructural conditions and help promote economic development.

Without maintenance, public lands are subject to damaging effects including soil erosion, water pollution, degradation of native habitat from invasive weeds, and wildfires. Over time, this renders the land unsafe, unproductive, or unfit for human activity. Currently, public lands face billions of dollars of backlogged maintenance needs.

SERVICE: BRINGING TOGETHER INDIVIDUALS AND AGENCIES IN PARTNERSHIP FOR NATIONAL CONSERVATION

Through AmeriCorps, the Corps Network is a collective of 158 Service and Conservation Corps that mobilizes tens of thousands of youth. Since the 1930s, corps programs have become an integral part of protecting and developing U.S. public lands. These corps mobilize thousands of young adults to complete necessary maintenance at a greatly reduced cost for the federal government. Corps partnerships with agencies including the U.S. Forest Service and the National Parks Service have an added benefit of training a diverse, twenty-first century workforce for America's public lands.

HOW FUNDING FROM CNCS PLAYS A ROLE

Investing national service funds in Conservation Corps utilizes AmeriCorps members and local volunteers to complete priority backlog maintenance projects on public lands and develop community resources like trails and parks. The success of MCC projects is illustrated by feedback from MCC partners who consistently (over 90%) rate the quality of work and crew productivity as four or five in a five-point scale. Nearly 100% ask to partner with MCC again.

A COST-EFFECTIVE APPROACH

A recent analysis by the National Parks Service found that corps members provide services at 56% of the cost of outside contractors.

2010 Montana Conservation Corps at a Glance

1247 TOTAL VOLUNTEERS

244 AMERICORPS MEMBERS

200+ PROJECTS

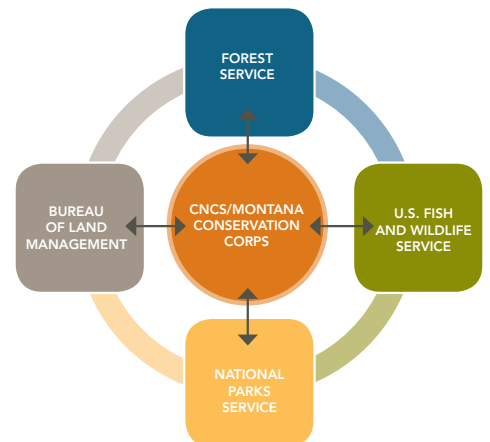
150+ PARTNERS

\$5.34 MILLION OF SERVICES PROVIDED*

290,000 HOURS OF SERVICE

*Based on Independent Sector's volunteer rate

HOW CONSERVATION EFFORTS ARE SHARED BETWEEN AGENCIES AND THE MONTANA CONSERVATION CORPS



Service at Work: About Montana Conservation Corps

Montana Conservation Corps makes volunteer resources available for maintenance of public lands while providing leadership development opportunities for those who participate. AmeriCorps members are trained to lead crews, including thousands of local community volunteers, for public events and conservation projects. These include maintaining trails, eradicating noxious weeds, planting trees, and retrofitting low income homes with energy.



IMPACT AT A GLANCE

Montana Conservation Corps

SINCE 1991

- **12,000** miles of trails built or improved
- **1.1 million** trees planted
- **23,000** acres of land cleared of invasive weeds
- **8213** homes weatherized and retrofitted with energy-efficient technologies

BETWEEN 2008-2010

- Miles of new trails developed: **175**
- Miles of trails maintained/repared: **3,395**
- Number of trees and shrubs planted: **208,854**
- Acres treated to remove noxious/invasive weeds: **15,132**
- Acres treated to reduce risk of wildfires: **3,395**
- Miles of fencing (installed or removed) to improve wildlife habitat and range management: **214**

Project Partners

U.S. FOREST SERVICES
NATIONAL PARKS SERVICE
BUREAU OF LAND MANAGEMENT
U.S. FISH AND WILDLIFE SERVICE
MONTANA DEPARTMENT OF FISH, WILDLIFE AND PARKS
MONTANA DEPARTMENT OF PUBLIC HEALTH AND HUMAN SERVICES

Additional Funders

DENNIS AND PHYLLIS WASHINGTON FOUNDATION
PPL MONTANA
BNSF RAILWAY
REI
CORPORATION FOR NATIONAL AND COMMUNITY SERVICE

SMART MONEY

MCC leverages AmeriCorps funds by securing nearly three to one matched funds from its project partners and contributions from individuals, local businesses, and foundations.

CONCLUSION

The Montana Conservation Corps provides:

- A cost-effective partnership for maintenance services that helps government and local agencies maximize their budgets.
- A turnkey resource—including the training and supervision of young people, tools, transportation, and overhead—needed to provide reliable, adaptable, and cost-effective conservation services for public lands.

Strengthening the Nation's Disaster Response Network: AmeriCorps National Civilian Community Corps (NCCC)

THE CHALLENGE

Disasters worldwide have illustrated the crippling effects that slow disaster response can have on a country's safety and economy.

In 2005, Hurricane Katrina and the subsequent flooding was one of the most devastating natural disasters to hit the United States. It took nearly 2,000 lives and caused damage estimated at \$81 billion.

The catastrophe underscored that the country's disaster response network requires strong coordination to orchestrate the necessary details to provide aid in state and national emergencies.

SERVICE: A MUTUALLY BENEFICIAL FOUNDATION FOR DISASTER RESPONSE

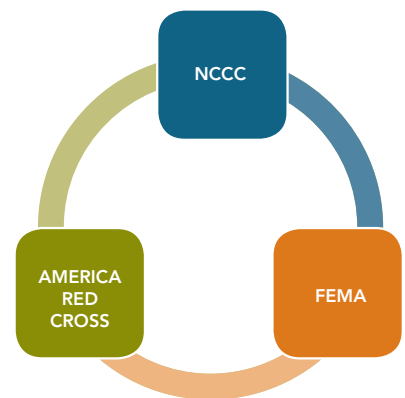
Disaster response requires participation from all levels of command—from the Commander-in-Chief to response teams. Because of the unpredictable nature of the need for disaster response, private sector and public agencies often lack the budget or structure to support lifelong careers for on-the-ground personnel to provide disaster relief. At the same time, putting untrained volunteers on the ground in a disaster area risks causing additional confusion and could endanger more people.

Service provides an ideal model for meeting immediate needs in a disaster. AmeriCorps NCCC, run by CNCS, is a residential, team-based program that provides leadership and service opportunities for young Americans between the ages of 18 and 24. It trains members to be prepared to provide relief safely and effectively in the event of an emergency.

HOW FUNDING FROM CNCS PLAYS A ROLE

AmeriCorps NCCC is a program run directly by CNCS.

A COORDINATED RESPONSE: AMERICORPS NCCC PARTNERS WITH THE AMERICAN RED CROSS AND FEMA



An inter-agency agreement has brought about NCCC's involvement in every national disaster response since the inception of the program in 1992.

NCCC teams are prepared to respond to both federal and state-level disasters, including:

- FIRES
- FLOODS
- EARTHQUAKES
- OIL SPILLS
- MUDSLIDES
- HURRICANES
- TORNADOES
- TERRORIST ATTACKS

Service at Work: About the National Civilian Community Corps

AmeriCorps NCCC members sign up for a ten-month term of service. All AmeriCorps NCCC members are trained to be certified in CPR, first aid, and disaster response for victims. In addition to disaster preparation, mitigation, response and recovery, AmeriCorps NCCC members serve at the request of local, state, and regional organizations in the areas of infrastructure improvement, environmental stewardship, and conservation.



2000-2010 AT A GLANCE

- **1,450** disaster service projects completed since 2000
- Service on disaster relief and recovery valued at over **\$72 million**
- Distributed **8,700** tons of food and **2,500** tons of clothing
- Removed **13,800** tons of hazardous debris
- Served **3.6 million** meals
- Mobilized **280,000** volunteers
- Constructed over **2,000** new homes and refurbished over **16,900** homes
- Supported **1,940** emergency response centers and completed **156,000** damage assessments
- Fought fires on **530,000** acres of land
- Assisted **200,000** people in recovery efforts from 2008 midwest flooding
- Provided **3.6 million** service hours

NCCC IMPACT ONE YEAR AFTER HURRICANE KATRINA:

- Served 1 million meals
- Distributed 1,714 tons of food
- Refurbished 1,529 homes
- Distributed 2,790 tons of clothing
- Services valued at \$9 million

Selected Project Sponsors

FEDERAL EMERGENCY MANAGEMENT AGENCY
AMERICAN RED CROSS
SALVATION ARMY
ST. TAMMANY WEST HABITAT FOR HUMANITY, COVINGTON, LA
CITY OF BERKELEY, CA
MISSISSIPPI UNITED METHODIST DISASTER RESPONSE, GULFPORT, MS
NEW YORK OFFICE OF EMERGENCY MANAGEMENT, WESTBURY, NY
DC COMMISSION ON NATIONAL AND COMMUNITY SERVICE, WASHINGTON, DC
IOWA EMERGENCY MANAGEMENT DIVISION, DES MOINES

CONCLUSION

AmeriCorps NCCC provides:

- An economical on-the-ground team model that allows for rapid deployment of teams to meet both local and national needs, particularly disaster relief.
- A flexible structure that enables the program to partner with resource poor communities that lack the financial, human capital, or organizational capacity to manage grant programs.

Conclusion

Organizations that access service through CNCS-funded programs are making it possible to make progress on tough social issues. In healthcare, HealthCorps members at Cherry St. Health Services help to reduce the burden on the healthcare system. They provide effective, inexpensive services that help patients receive preventative care and learn to manage their chronic conditions. In the environment, AmeriCorps members working at the Montana Conservation Corps are reducing the backlog of maintenance projects on public lands. In disaster relief, AmeriCorps NCCC provides a cost-effective way of ensuring that trained responders are available to act quickly when disaster strikes.

In addition, service provides a cost-effective way to expand new program models that are backed by research that promises results. This is the case for Diplomas Now, which is using AmeriCorps members to provide services to resource-strapped high schools in order to reduce the dropout rate. Early signs show that they are making progress toward reducing the drop-out rate in the schools where it is the highest.

Looking ahead, CNCS-funded programs provide a solid foundation for fostering social innovation and investing in what works. This is particularly crucial in a difficult economic environment where financial resources are limited. CNCS-funded programs provide a mechanism for making service available as a reliable and accessible resource for programs that are seeking to leverage their financial resources to create social impact.

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CONTACT INFORMATION FOR FEATURED ORGANIZATIONS

Diplomas Now

www.diplomasnow.org
(816) 507-9903

Community HealthCorps – Michigan

www.mpca.net/healthcorps
(517) 381-8000

Montana Conservation Corps

www.mtcorps.org
(406) 587-4475

National Civilian Community Corps

www.americorps.gov/about/programs/nccc
(202) 606-5000

Doing More with Less

Doing More with Less analyzes the link between service and the ability to make progress on difficult social issues. The report finds that CNCS-funded service programs provide a low-cost human capital stream that extends and supplements the reach of limited financial resources. With the help of AmeriCorps members, nonprofits can provide additional services that they would otherwise tend to exclude due to lack of funding. This makes it possible for nonprofits to tackle social issues more effectively.

CNCS-funded service programs are already a critical part of a larger ecosystem of funding and program delivery mechanisms in the United States. In the coming decades, national service has the potential to play an increasingly critical role in making it possible to do more with less.

Root Cause | www.rootcause.org

ROOT CAUSE IS A NONPROFIT RESEARCH AND CONSULTING FIRM THAT PARTNERS WITH NONPROFITS, PHILANTHROPY, GOVERNMENT, AND BUSINESS TO ADVANCE SOLUTIONS TO TODAY'S TOUGHEST SOCIAL ISSUES.

